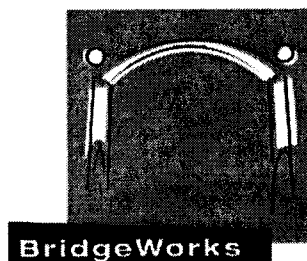




and



present

**BRIDGING THE TALENT GAP**  
**Recruiting and Retaining a**  
**Multigenerational Workforce®**

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BridgeWorks, LLC  
[www.generations.com](http://www.generations.com)

## Who are the Generations?

### Age Breakdown and Population Size:

GENERATION	POPULATION SIZE	BIRTH YEARS
<b>TRADITIONALISTS:</b>	75 million	Prior to 1946
<b>BABY BOOMERS:</b>	80 million	1946-1964
<b>GENERATION XERS:</b>	46 million	1965-1981
<b>MILLENNIALS:</b>	76 million	1982-2000

### Influences and Traits:

GENERATION	INFLUENCES	TRAITS
<b>TRADITIONALISTS:</b>	The Great Depression, The New Deal, World War II, The GI Bill, the Cold War	Patriotic, Loyal, Fiscally Conservative, Faith in Institutions
<b>BABY BOOMERS:</b>	Booming Birthrate, Economic Prosperity, Recession, Expansion of Suburbia, Vietnam, Watergate, Protest and Human Rights Movements, Sex, Drugs, and Rock 'n' Roll	Idealistic, Competitive, Questioners of Authority, Eager to Put Their Own Stamp on Things, the Sandwich Generation
<b>GENERATION XERS:</b>	Sesame Street, MTV, Personal Computer, Divorce, AIDS, Crack Cocaine, Missing Children on Milk Cartons	Eclectic, Resourceful, Self-Reliant, Distrustful of Institutions, Highly Adaptive, Skeptical
<b>MILLENNIALS:</b>	Fall of the Berlin Wall, Expansion of Technology and the Media, Mixed Economy, Natural Disasters, Violence, Drugs and Gangs	Globally Concerned, Integrated, Cyber Literate, Media Savvy, Realistic Environmentally Conscious

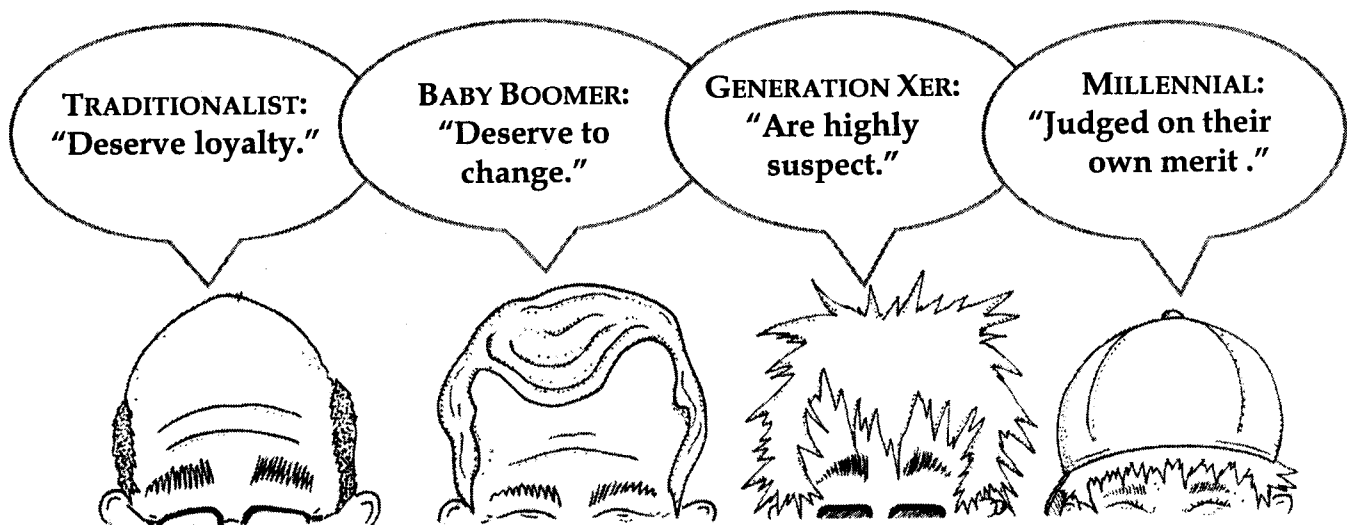
## Why All the Energy Around Bridging the Talent Gap?

### TODAY...

- Organizations that engage every generation of workers will be more productive and will have the greatest ability to embrace change.
- A multigenerational workforce helps agencies better serve multiple generations of customers.
- Better morale and positive energy result in greater productivity.

### IN THE FUTURE...

- Demographers predict a coming worker shortage as Boomers retire.
- Within seven years, 30 million currently employed workers will be over age 55.
- For the first time ever, the next generation of skilled workers will be neither larger nor better educated than the previous one.
- The skilled worker gap is estimated to be 5.3 million by 2010.
- Organizations that become "employers of choice" now will have the advantage in finding and keeping employees in the future.



# Institutions

## — ClashPoint™ — Institutions

The generations view institutions in very different ways. This can affect the strategies we use to recruit, engage, manage and retain them.

GENERATION	FACTOIDS	TIPS
<p><b>With Traditionalists...</b></p> <p><i>#1 reason for staying on the job—loyalty to clients and customers</i></p>	<ul style="list-style-type: none"> <li>• 40% of Traditionalists said their company did not do a good job of making them want to stay.</li> <li>• 48% said training opportunities play a role in staying with the company.</li> <li>• 65% said they would not feel comfortable talking with their manager about a different career track within the company.</li> <li>• 73% plan to return to work in some capacity after they retire.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider “mining for silver.”</li> <li>• Recognize and tap into their loyalty.</li> <li>• Focus on <i>evolution</i>, not <i>revolution</i>.</li> <li>• Remember, Traditionalists need career paths too.</li> <li>• Mix the generations in work teams.</li> </ul>
<p><b>With Baby Boomers...</b></p> <p><i>#1 reason for staying on the job—making a difference</i></p>	<ul style="list-style-type: none"> <li>• 43% of Boomers said they lack opportunities to be mentored where they work.</li> <li>• 30% said that not having a mentor contributes to their job dissatisfaction.</li> <li>• 75% said that time off would be the greatest reward they could receive.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand that Boomers want to put their own stamp on things.</li> <li>• Focus on “making an impact.”</li> <li>• Continue to offer training and career-pathing opportunities.</li> <li>• Encourage Boomers to mentor the next generation.</li> <li>• Beware of Boomer burnout.</li> </ul>
<p><b>With Generation Xers...</b></p> <p><i>#1 reason for staying on the job—building a career; #1 reason for changing jobs—building a career</i></p>	<ul style="list-style-type: none"> <li>• Only 17% of Xers thought a lifetime career with one company was a good goal (compared to 35% of Boomers and 70% of Traditionalists).</li> <li>• 30% of Xers have left a job due to lack of training opportunities.</li> <li>• 80% of Xer men said time with family is more important than challenging work or a higher salary.</li> </ul>	<ul style="list-style-type: none"> <li>• Respect their skepticism.</li> <li>• Pick up the pace of recruiting.</li> <li>• Know they expect change and handle it well.</li> <li>• Focus on <i>career</i> security not <i>job</i> security.</li> <li>• Create opportunities for work-life balance.</li> </ul>
<p><b>With Millennials...</b></p> <p><i>#1 reason for staying on the job—work that has meaning</i></p>	<ul style="list-style-type: none"> <li>• They are globally aware, cyber-literate, and techno-savvy.</li> <li>• Millennials recently ranked “personal safety” as their No. 1 workplace issue.</li> <li>• Millennials don’t just accept diversity, they expect it.</li> </ul>	<ul style="list-style-type: none"> <li>• Expect them to judge institutions on their own merit.</li> <li>• Make sure they know about you.</li> <li>• Focus on how they can make a difference.</li> <li>• Understand they need to collaborate.</li> <li>• Help them visualize a career path with you.</li> </ul>